

The background of the slide is a photograph of graduates in black academic regalia. Several hands are visible, some holding up their black mortarboard caps. The scene is brightly lit, with a strong orange and yellow light flare in the upper left corner, suggesting a graduation ceremony. A large, semi-transparent blue rectangle is overlaid on the right side of the image, containing the title and logo.

Utah Board of Higher Education

January 15, 2021



MOTION

I move we go into closed session for the purposes of discussing the character, professional competence, or physical or mental health of an individual and to discuss pending or reasonably imminent litigation.

Motion

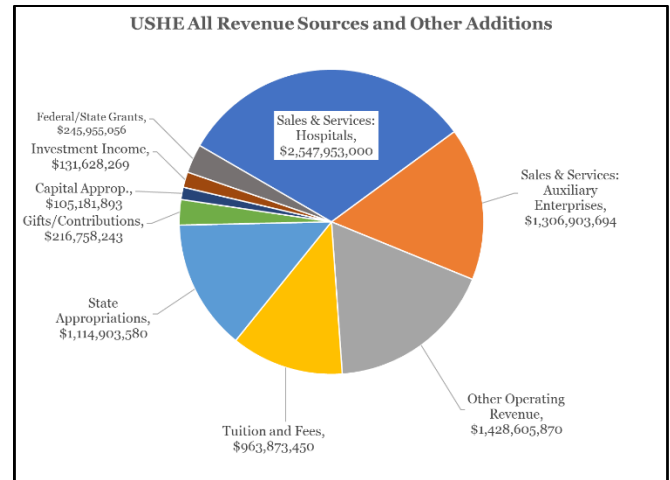
I move that the Board approve the proposed updates to Policy R472.

Utah System of Higher Education

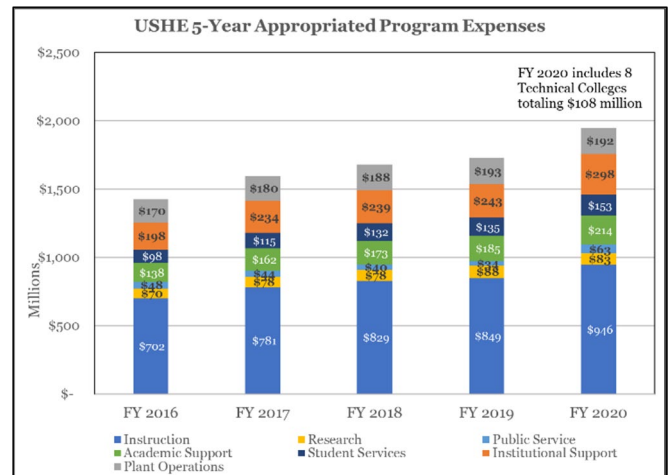
Financial Summary 2021 General Session



Revenues/Other Additions	2019-20 Actual Appropriated	2019-20 Actual All Sources
Tuition and Fees	\$908,992,905	\$963,873,450
Operating Grants/ Contracts		869,453,081
Sales/Services: Auxiliaries		1,306,903,694
Sales/Services: Hospitals		2,547,953,000
Other Operating Revenue	1,473,021	477,398,871
State/ Federal Appropriations	1,070,946,270	1,114,903,580
Federal/State Grants	575,000	245,955,056
Gifts/Contributions		216,758,243
Investment Income		131,628,269
Other Non-Operating	1,092,998	14,078,685
Capital Appropriations		105,181,893
Capital Grants & Gifts		24,776,075
Additions to Endowments		42,772,290
Other Revenues	200,950,278	126,867
Total Revenues	\$2,184,030,472	\$8,061,763,054



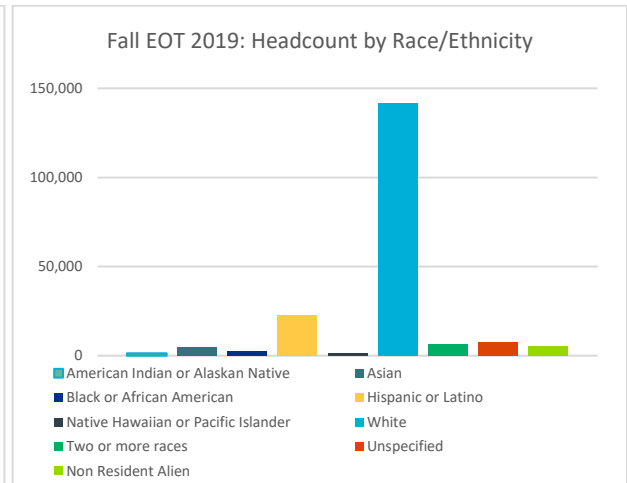
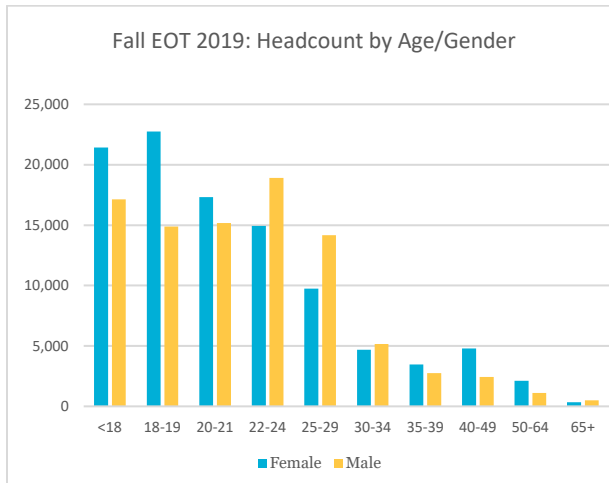
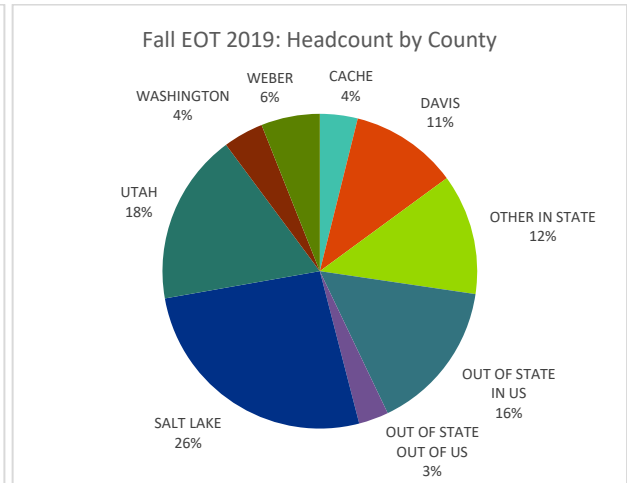
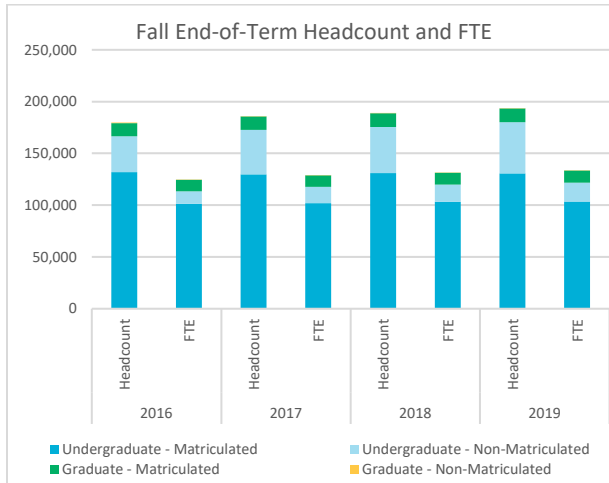
Program Expenses	2019-20 Actual Appropriated	2019-20 Actual All Sources
Instruction	\$945,953,978	\$1,231,411,116
Research	82,887,636	649,361,318
Public Service	62,717,691	845,462,270
Academic Support	214,159,942	347,781,829
Student Services	152,778,107	252,000,521
Institutional Support	297,718,466	369,106,403
Plant Operations	192,455,416	271,321,017
Depreciation		384,505,998
Scholarships/ Fellowships	15,419,411	212,837,211
Auxiliary Enterprises		115,777,516
Independent Operations		729,038,563
Hospital Operations		2,203,618,000
Other Expenses/ Deductions	89,336,368	132,993,018
Total Program Expenses	\$2,053,427,015	\$7,745,214,780



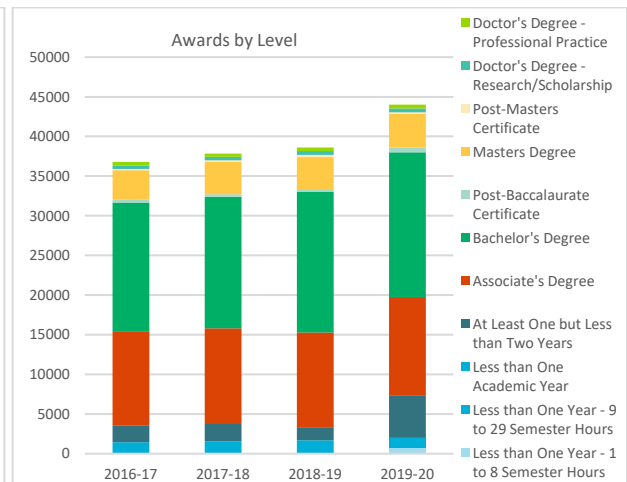
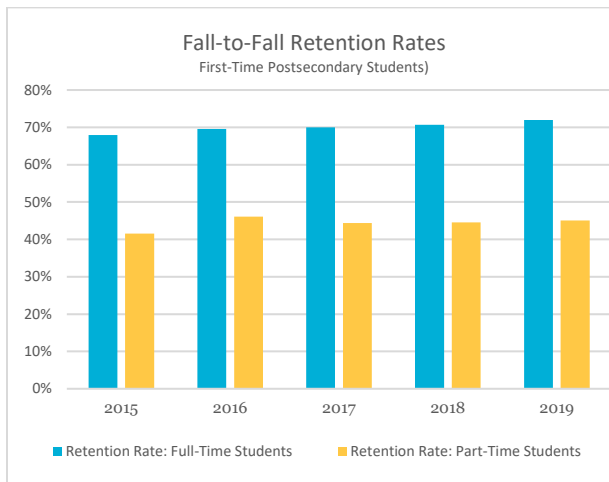
Expenditure Category	2019-20 Actual Appropriated
Regular Faculty Wages	\$461,208,711
Adjunct and TA Wages	93,484,220
Executive/Staff Wages	620,208,446
Employee Benefits	449,600,165
Travel	14,985,930
Current Expense	260,453,985
Fuel and Power	41,139,488
Equipment	22,695,216
Transfers	89,650,854
Total Expenditures	\$2,053,427,015

Utah System of Higher Education Degree-Granting Institution System Numbers: Enrollments, Retention, and Awards

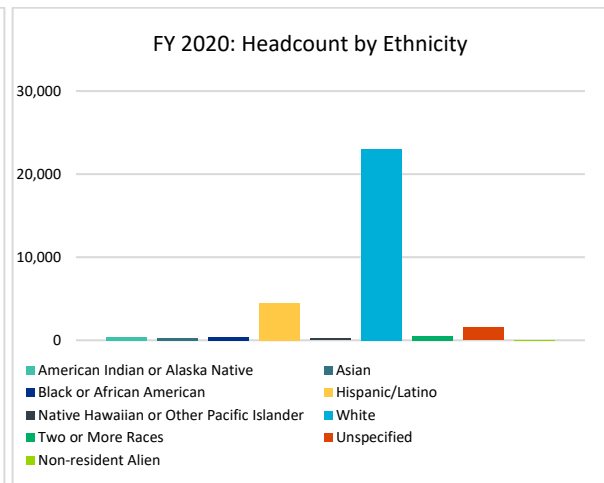
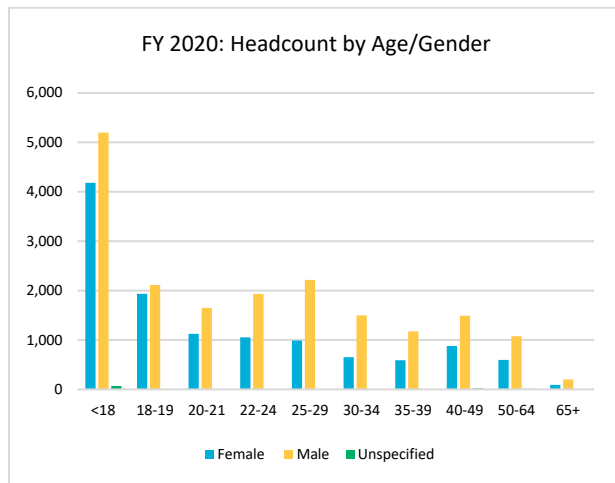
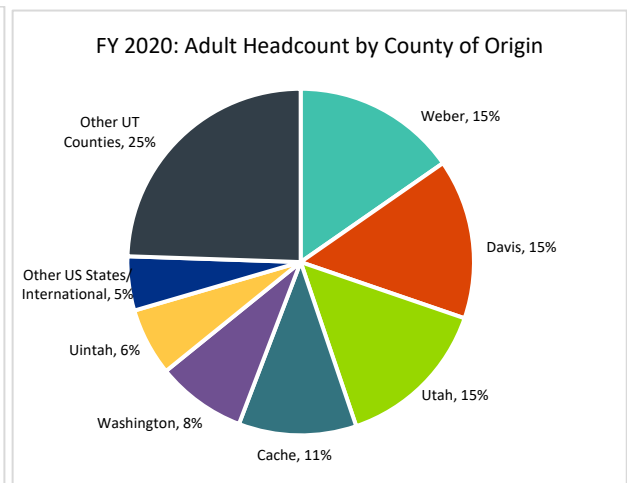
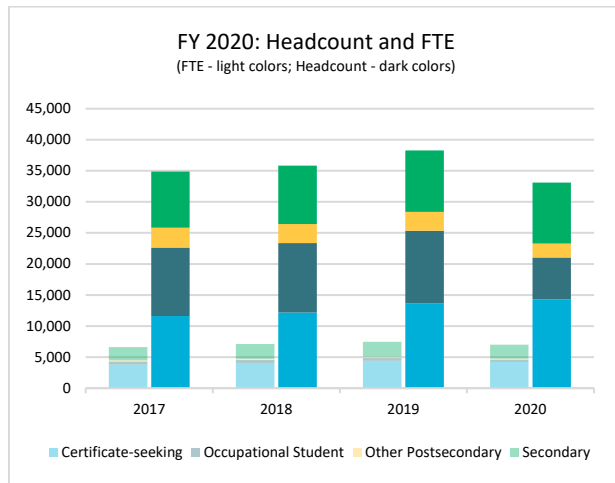
Student Enrollment



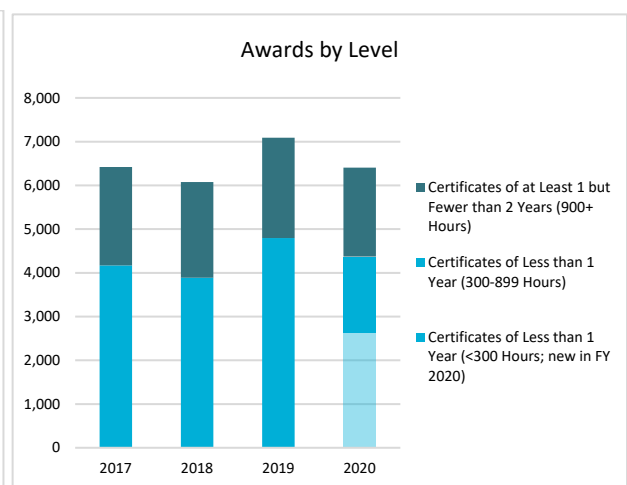
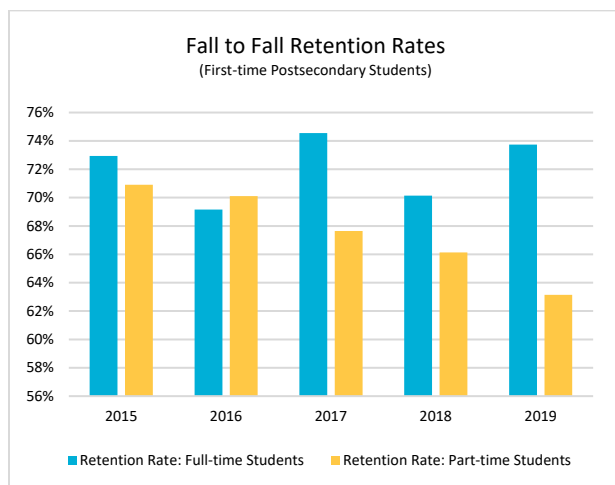
Retention and Awards



Student Enrollment



Retention and Awards



Weber State University

Financial Summary 2021 General Session

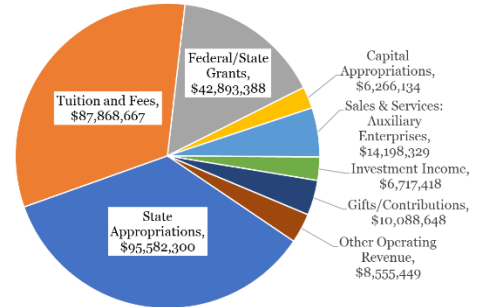


Revenues/Other Additions	2019-20 Actual Appropriated	2019-20 Actual All Sources
Tuition and Fees	\$ 78,727,589	\$ 87,868,667
Operating Grants/ Contracts		611,206
Sales/Services: Auxiliaries		14,198,329
Other Operating Revenue		8,555,449
State/Federal Appropriations	\$ 91,724,300	\$ 95,582,300
Federal/State Grants		42,893,388
Gifts/Contributions		10,088,648
Investment Income		6,717,418
Other Non-Operating		2,438,214
Capital Appropriations		\$ 6,266,134
Capital Grants & Gifts		247,270
Additions to Endowments		2,587,956
Other Revenues	7,876,151	
Total Revenues	\$178,328,040	\$278,054,979

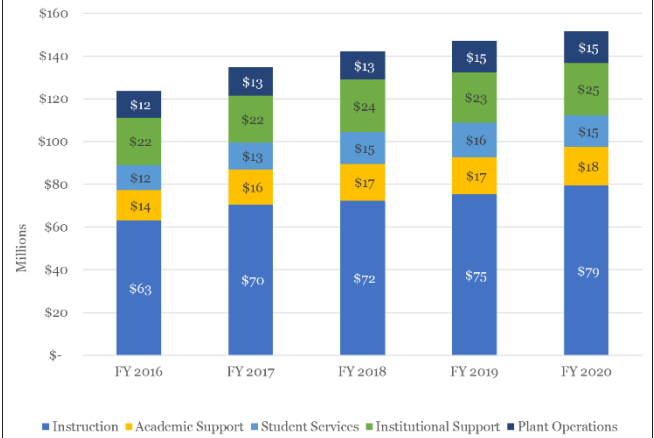
Program Expenses	2019-20 Actual Appropriated	2019-20 Actual All Sources
Instruction	\$ 79,310,075	\$ 92,648,865
Research	211,620	977,995
Public Service	460,818	2,380,015
Academic Support	18,027,209	24,048,452
Student Services	14,826,087	24,036,011
Institutional Support	24,560,199	31,014,270
Plant Operations	14,722,016	25,548,112
Depreciation		18,704,747
Scholarships/ Fellowships	2,433,337	17,100,330
Auxiliary Enterprises		24,807,601
Other Expenses/ Deductions	19,658,857	(10,139,655)
Interest/Non-Operating		\$ 1,444,189
Total Program Expenses	\$174,210,218	\$252,570,932

Expenditure Category	2019-20 Actual Appropriated
Regular Faculty Wages	\$ 39,921,117
Adjunct and TA Wages	9,435,730
Executive/Staff Wages	45,914,712
Employee Benefits	38,315,476
Travel	\$ 918,300
Current Expense	17,345,523
Fuel and Power	2,147,522
Equipment	552,981
Transfers	19,658,857
Total Expenditures	\$174,210,218

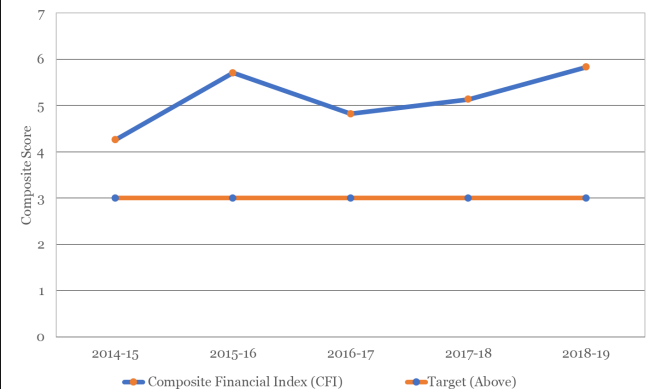
WSU All Revenue Sources and Other Additions



WSU 5-Year Appropriated Program Expenses

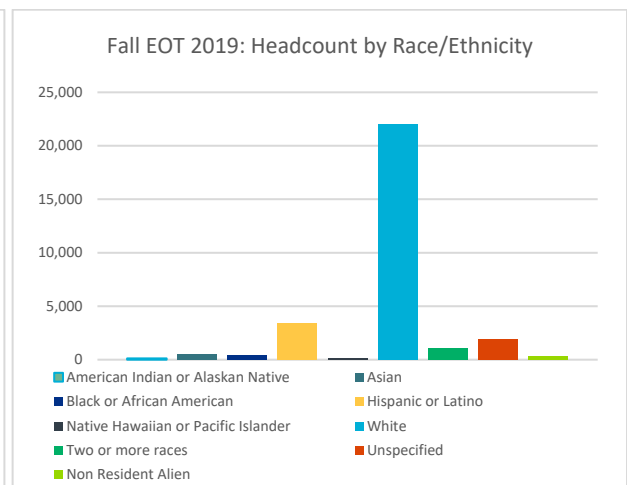
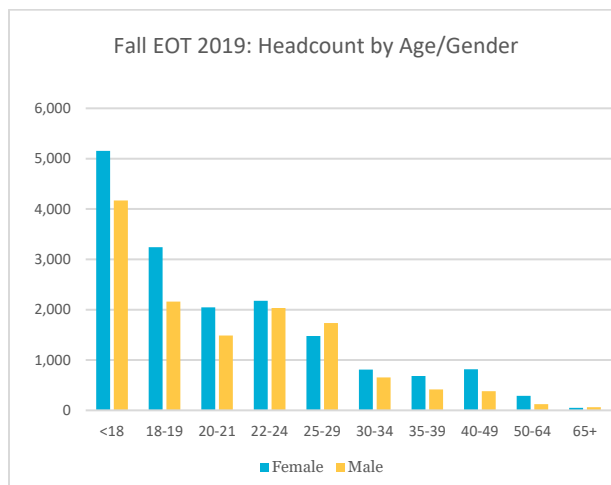
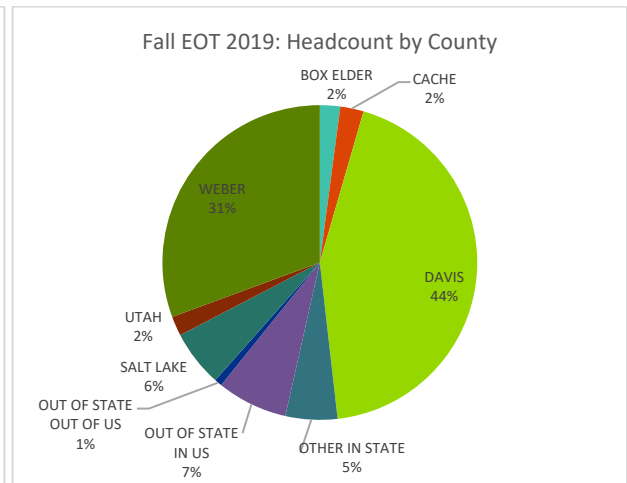
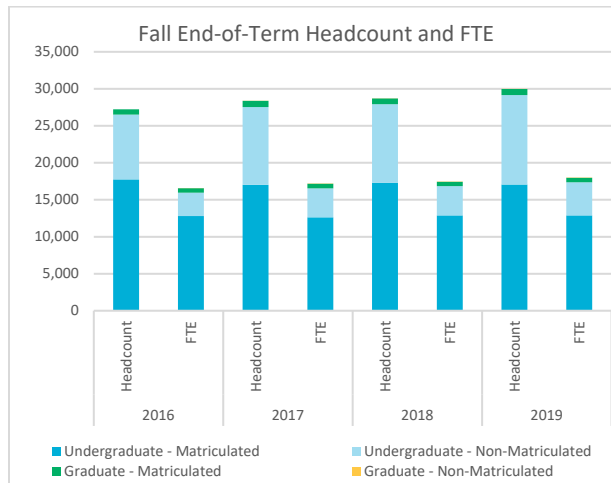


WSU Composite Financial Index

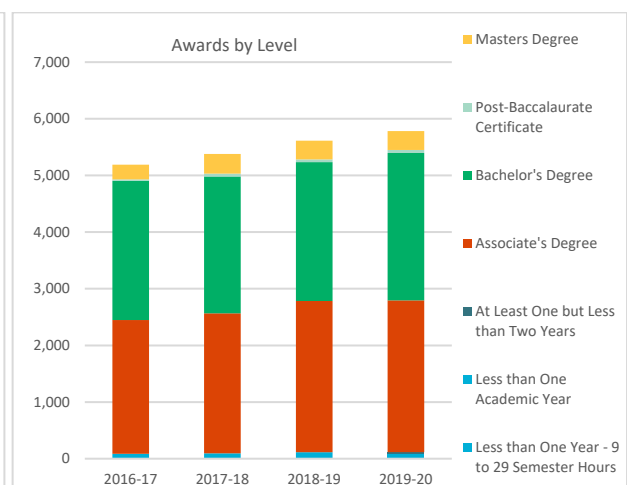
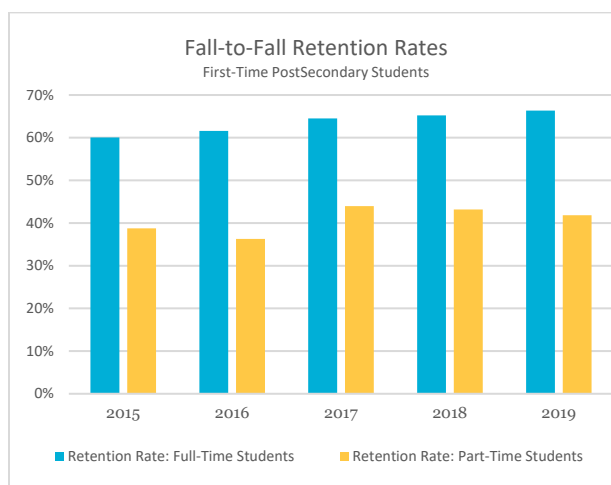


The CFI provides an overall picture of the institution's financial health by combining and weighting four ratios to produce an overall score: (1) primary reserve, (2) viability, (3) return on net assets, and (4) net operating revenues.

Student Enrollment



Retention and Awards



Davis Technical College

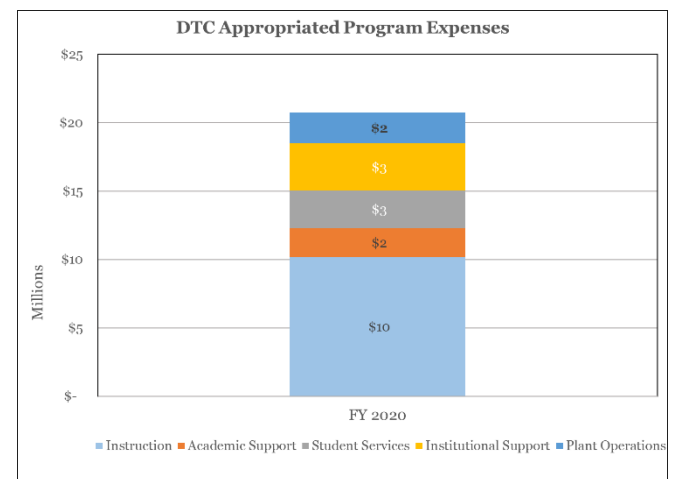
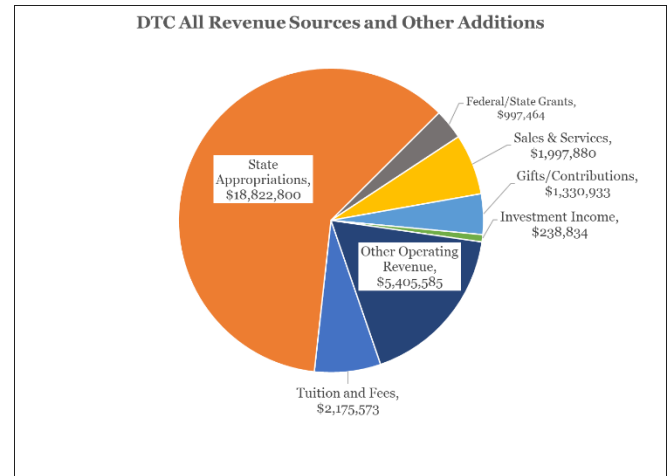
Financial Summary 2021 General Session



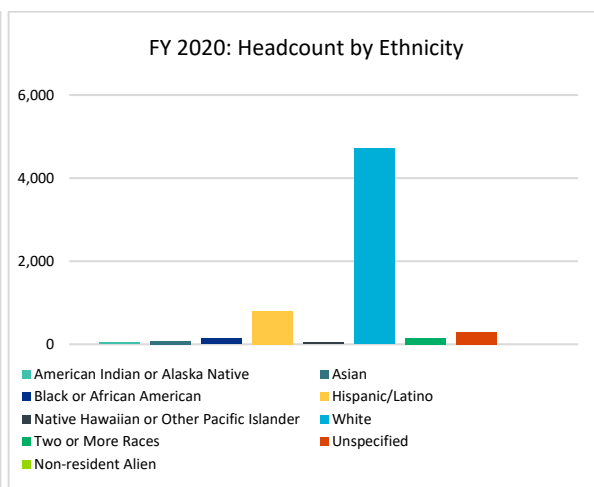
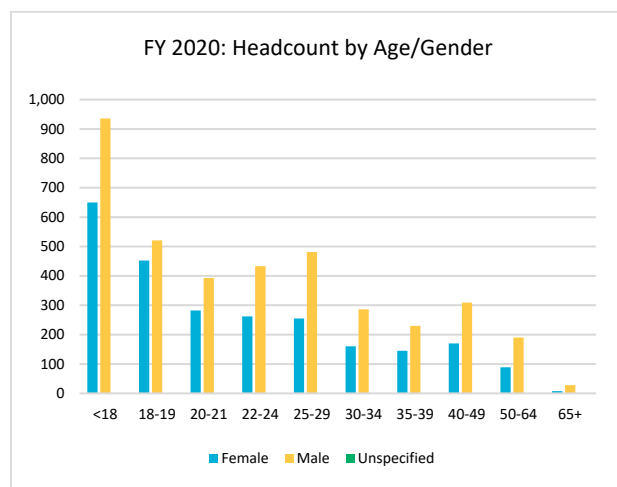
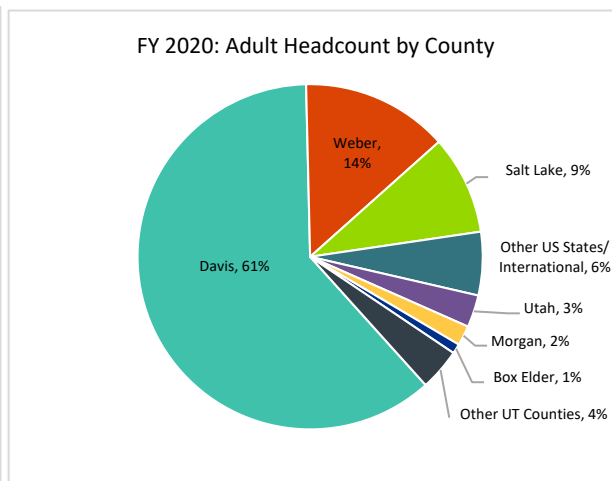
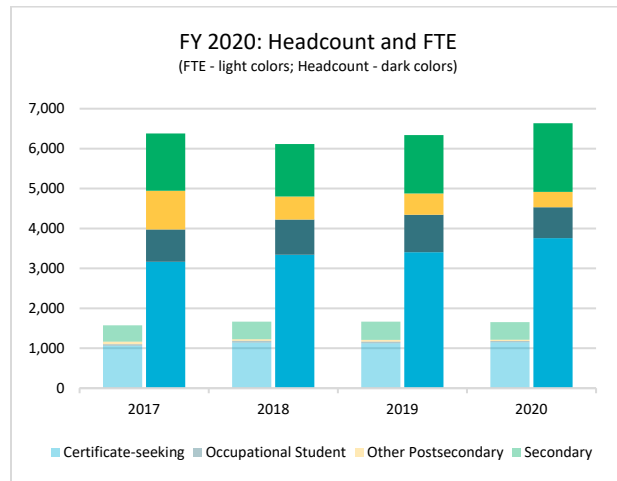
Revenues/Other Additions	2019-20 Actual Appropriated	2019-20 Actual All Sources
Tuition and Fees	\$1,918,555	\$2,175,573
Operating Grants/ Contracts		4,202,089
Sales/Services: Auxiliaries		1,997,880
Other Operating Revenue		904,438
State/Federal Appropriations	18,822,800	18,822,800
Federal/State Grants		997,464
Gifts/Contributions		568,955
Investment Income		238,834
Other Non-Operating		299,058
Capital Appropriations		
Capital Grants & Gifts		761,978
Additions to Endowments		
Other Revenues	1,639,130	
Total Revenues	\$22,380,485	\$30,969,069

Program Expenses	2019-20 Actual Appropriated	2019-20 Actual All Sources
Instruction	\$10,190,313	\$11,915,263
Research		
Public Service		
Academic Support	2,110,711	2,841,866
Student Services	2,763,058	3,424,813
Institutional Support	3,434,174	3,852,416
Plant Operations	2,252,159	2,489,329
Depreciation		2,638,348
Scholarships/ Fellowships	203,471	520,691
Auxiliary Enterprises		2,529,997
Other Expenses/ Deductions		711,563
Interest/Non-Operating		
Total Program Expenses	\$20,953,886	\$30,924,286

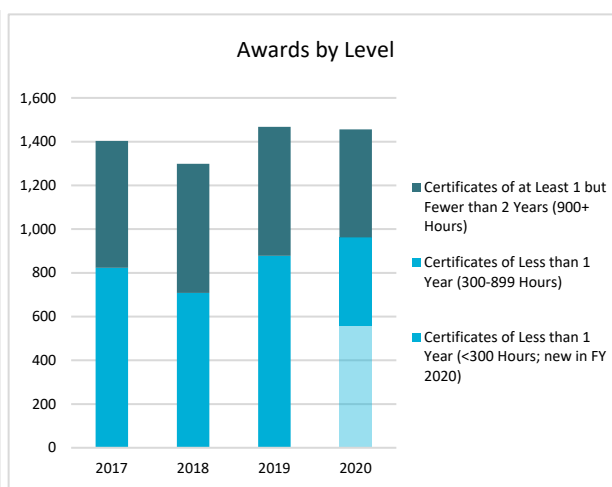
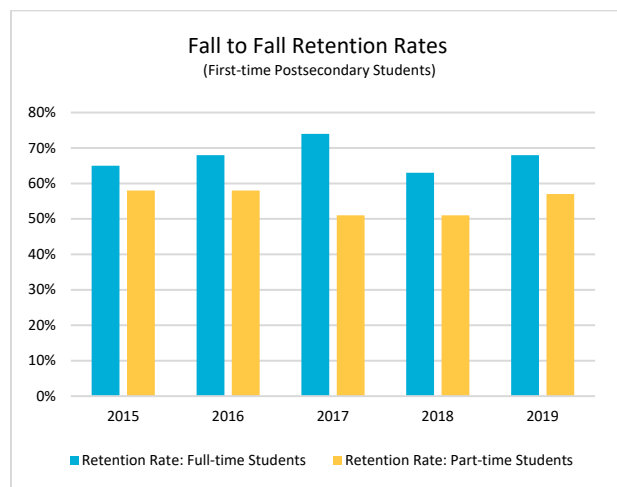
Expenditure Category	2019-20 Actual Appropriated
Regular Faculty Wages	\$5,087,263
Adjunct and TA Wages	807,031
Executive/Staff Wages	6,045,586
Employee Benefits	5,204,634
Travel	72,042
Current Expense	2,830,427
Fuel and Power	418,317
Equipment	488,586
Transfers	
Total Expenditures	\$20,953,886



Student Enrollment



Retention and Awards



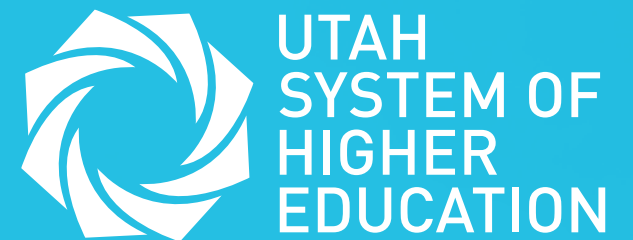
Motion

I move to approve the consent calendar with one modification – that Policy R705, *Leased Space* in the Capital and Property Policy Revisions item be excluded from the proposed changes for continued discussion in the Finance and Facilities Committee.

A background image showing a group of graduates in black caps and gowns. Some are holding their caps high, and one is holding a rolled-up diploma. The scene is brightly lit, with a warm orange glow in the upper left corner.

USHE Strategic Plan

01/15/2021



Mission & Vision

- **Mission:** The Utah Board of Higher Education governs and supports the Utah System of Higher Education to equitably provide accessible, valuable, innovative, and affordable higher education for students to expand their economic mobility, enhance their cultural awareness, and improve their overall quality of life.
- **Vision:** The Board will ensure the System provides every Utahn — in every place and every circumstance — an affordable certificate or degree at a USHE institution that will meaningfully improve their lives through economic opportunity, civic engagement, and personal fulfillment.

Values & Principles

The Utah Board of Higher Education is:

- Student-Centered
- Equity-Focused
- Transparent, Ethical, and Accountable
- Outcome and Data-Driven
- Collaborative
- Innovative

Priorities & Goals

- **Access**

- Increase the college-going rate of underrepresented groups by 4% by 2025.

- **Completion**

- Increase timely completion of all students by 3% by 2025.
- Increase timely completion of underrepresented students by 4% 2025.

- **Affordability**

- Develop an expanded standard of affordability by the end of 2021.
- Ensure institutional cost of attendance remains within the standard of affordability year over year.

- **Workforce Alignment & Economic Impact**

- Increase completion rate of graduates in high-demand, high-wage programs by 7% by 2025.
- Increase completion rate of underrepresented populations in programs aligned with high-wage, high-demand jobs by 8% by 2025.

MOTION

I move that the Board adopt the vision, mission, values statement, strategic priority definitions, goals, and incorporate the statewide attainment goals into the Board's strategic plan.

What's Next

- Institutional feedback

MOTION

I move to authorize the Commissioner to retain a search firm to aid in the University of Utah presidential search.

Motion

I move that the Board adopt the following:

We understand the seriousness of the concerns raised by USU student athletes, and we are grateful for the thorough joint investigation conducted by Stoel Rives and Ray Quinney & Nebeker. After reviewing this report, we also understand that both President Cockett and the student athletes started the meeting on December 8, 2020, intent on discussing two different topics. As the report states, “Because the athletes were focused on expressing their support for Coach Maile, we conclude that it is likely they understandably interpreted Pres. Cockett’s comments as a criticism of or commentary on Coach Maile, which triggered a number of athletes to defend Coach Maile as being inclusive and supportive of athletes regardless of their religious background.” Whereas, President Cockett wanted to discuss the “athletes’ well-being. Top of mind...was her genuine concern that USU meet its goal of being an inclusive environment for all.”

Though some remarks made were interpreted as potential religious or cultural bias, they were not intended as such. President Cockett has long demonstrated her commitment to make USU a welcoming, nurturing environment for people from all backgrounds. Following the findings in this report, the Utah Board of Higher Education, the president’s resource and review team, and the Board of Trustees will continue to work with President Noelle Cockett to foster an inclusive, safe campus community with open pathways of communication and support. Based on this report and the input of the Utah State University Board of Trustees, the Board expresses its unanimous support for President Cockett.